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HOUSING AUTHORITY'S REPORT DATED FEBRUARY 1, 2010

Housing Authority - County of Los Angeles

May 7, 2009

To: Each Supervisor

From: Cordé D. Carrillo, Acting Executive Director



**SUBJECT: MONTHLY PROGRESS REPORT ON THE STATUS OF
ELIMINATING THE ANNUAL RECERTIFICATION BACKLOG FOR
THE HOUSING CHOICE VOUCHER (SECTION 8) PROGRAM**

On April 7, 2009, your Board approved a motion instructing the Housing Authority of the County of Los Angeles (HACoLA) to report monthly on the progress of eliminating the backlog of annual recertifications for the Section 8 Program.

Pursuant to Recommendation 4-H of the above referenced motion, attached is a status report on the recertification progress made by HACoLA on eliminating said backlog.

Additional information will be provided in our May 17, 2009 Section 8 Monthly Progress Report.

Please contact me if you have any questions or need additional information.

CDC:ML
Attachment

c: Lari Sheehan, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors
Each Deputy



		Calendar Month	Prior to April	April	May	June	July	Total Completed	
McKay Management									
Anniversary Month	Total Due	Pending	Completed						Total Completed
June-09	1,745	1,484	85.04%		138	123		261	
July-09	1,542	1,502	97.41%		35	5		40	
August-09	2,164	2,160	99.82%			4		4	
September-09									
Total	5,451	5,146	94.40%	N/A	173	132	0	305	
HACoLA									
Anniversary Month	Total Due	Pending	Completed						Total Completed
September-08	1,464	70	4.78%	1,358	33	3		1,394	
October-08	1,538	133	8.65%	1,354	47	4		1,405	
November-08	1,489	168	11.28%	1,260	55	6		1,321	
December-08	1,464	134	9.15%	1,303	24	3		1,330	
January-09	1,346	188	13.97%	1,091	58	9		1,158	
February-09	1,403	261	18.60%	1,031	104	7		1,142	
March-09	1,307	255	19.51%	835	203	14		1,052	
April-09	1,581	402	25.43%	709	423	47		1,179	
May-09	2,141	999	46.66%	203	844	95		1,142	
Total	13,733	2,610	19.01%	9,144	1,791	188	0	11,123	
Notes and Descriptions									
September-09:	Recertification packets have not been mailed to program participants. Packets are scheduled to be mailed the end of May 2008.								
Anniversary Month:	The month in which the recertification is due or twelve months from the previous recertification.								
Total Due:	The number or goal to be met for each month as of the date of this report. Goal number may change due to terminations and participants moving from one unit to another voiding the need for recertification.								
Pending:	The number of recertifications in process (pending receipt or review of documents) as of the date of this report.								
Completed:	The number of recertifications that have been completed as of the date of this report.								

Housing Authority - County of Los Angeles

May 15, 2009

To: Each Supervisor



From: Corde D. Carrillo, Acting Executive Director

SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM

Board Directives

On March 13, 2007, your Board instructed the Housing Authority of the County of Los Angeles (HACoLA) to submit monthly progress reports to remove the Section 8 Housing Choice Voucher Program from its troubled status under the Section 8 Management Assessment Program (SEMAP). In addition, HUD requested monthly reports to the Board on the Family Self Sufficiency (FSS) Program in reference to our Corrective Action Plan (CAP) for FY 2006-07. On June 17, 2008, your Board requested progress reports in obtaining Veteran Affairs Supportive Housing (VASH) Program vouchers. Most recently, on April 7, 2009, your Board instructed HACoLA to submit monthly reports on the status of delinquent reexaminations.

Corrective Action Plan (CAP) for FYE 2007

HACoLA and HUD finalized a CAP that was approved by your Board on December 16, 2008 with thirty-four (34) PHA strategies. Four monthly submissions addressing all 34 strategies have been sent to HUD. HUD has confirmed that at least 17 of the 34 strategies have been closed. HACoLA is awaiting approval of the remaining strategies to remove the Section 8 program from its "Troubled" status rating.

Reexaminations

As of May 12, 2009, the HACoLA internal tracking system (Yardi) reflects 3,640 delinquent reexaminations out of 15,464 reexaminations, based on reexaminations that were due within 12 months from that point in time. The 3,640 delinquencies consist of 2,246 reexaminations to be completed by HACoLA and 1,394 to be completed by McKay Management Services.

The number of pending reexaminations to be completed is an estimate due to participants being terminated from the program, vouchers porting in and out to other housing authorities, participants in the process of moving from one unit to another, and completed reexaminations during each reporting period.

We would like to point out that there is a variance between the May 6, 2009 report sent to your Board last week and the attached May 12th Report. This is due to 54

recertifications which were credited to McKay Management Services (McKay), but actually completed by HACoLA in April 2009. McKay's contract became effective on April 7, 2009.

From April 1, through May 12, 2009, HACoLA staff completed 2391 annual reexaminations. McKay Management completed 348 annual reexaminations during its first month. HACoLA trained McKay staff on HACoLA computer systems, including Yardi, Laserfiche, Rentellect, LEADER, etc. McKay Management Services hired staff, set up a toll-free number to assist HACoLA clients 24 hours a day, mailed out 3,287 annual reexamination packets to clients for June and July 2009, and contacted families who failed to return their reexamination packets, and researched packets that were returned undeliverable.

As of April 30, 2009, the HUD Public Housing Information Center (PIC) reflects 1,239 delinquent reexaminations out of 18,467 active contracts in the system based on a 14 month cycle. The 18,467 reflects all active contracts in the system, regardless of whether a reexamination is due or not.

OIG Audit on Tenant Eligibility and Annual Reexaminations FY 2005 and 2006

HUD reported that all recommendations related to this audit finding have been satisfactorily closed except for recommendation 1M, the repayment of \$1 million. On April 7, 2009, your Board approved the \$1 million three-year repayment agreement and an enabling resolution. The first payment for \$83,333.33 was issued by April 30, 2009.

HUD OIG Financial Audit for Fiscal Years 2005 and 2006

An OIG financial review began in July 2008, and an audit began in January 2009, for Fiscal Years 2005 and 2006. The OIG final report was issued on 4/24/09. The report recommended that the Director of HUD's Los Angeles Office of Public Housing (PIH) require HACoLA to repay the Section 8 program \$2.9 million from nonfederal funds of the \$5 million in over allocations charged to restricted funds.

The HUD field office responded to the final OIG audit report in a letter dated April 29, 2009 recommending that HACoLA repay the Section 8 Program \$2,953,443 from nonfederal funds for over-allocations that were charged to the program. HACoLA's response is due May 29, 2009.

HACoLA will request Board approval to repay the Section 8 Program this amount.

Corrective Action Plan (CAP) for FYE 2006

All CAP items for FYE 2006 have been closed. A member of the Housing Commission Advisory Board who had not completed the Housing Choice Voucher Program training resigned. No further action is required.

Family Self-Sufficiency (FSS) Program Status

The FSS program helps participating voucher families obtain employment that will lead to economic independence and self-sufficiency. Per HACoLA's internal Yardi system, assigned slots for the FSS Program are for 753 families because 29 of the original 782

families have graduated from the program. We are not required to replace the 29 families. Our internal reporting rate reflects 464 families enrolled out of 753 (61.6% rate), with 152 families (32.8% %) having escrow balances. Escrow accounts are established for families when they earn additional income as a savings to assist them in becoming self-sufficient. Additional earned income is not factored in when calculating their rent contribution. HACoLA is maintaining over a 60% enrollment rate and 30% escrow balances to achieve 8 out of 10 points on this SEMAP indicator. Outreach is being conducted to recruit new Section 8 program participants.

VASH

Since the last reporting period, the Los Angeles County Department of Military and Veterans Affairs (DMVA) has referred ten clients to the VASH Program in the City of Los Angeles and the City of Long Beach; two were accepted. HACoLA has provided DMVA with 25 Section 8 Homeless Set-Aside Program vouchers from HACoLA, in addition to the previous 50.

Section 8 Call Center

The call center averaged 2,175 calls per week and 8,700 total calls for the period of April 14 through May 12, 2009. The average wait time was 2 minute, 5 seconds.

For a 28-day period between April 13 and May 11, 2009, the Los Angeles Housing Resource Center (Socialserve.com) averaged 9,033 total listings; there were 5,562 landlords who provided property listings, and 135,545 housing searches were conducted.

Please contact me at (323) 890-7400 if you have any questions or need additional information.

CDC:MB:ML:dt

c: Lari Sheehan, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors
Each Deputy

Attachment



	Calendar Month	Prior to April	Apr-09	May-09	Jun-09	Jul-09
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McKay Management									
Anniversary Month	Total Due	Pending		Completed					Totals
June	1,731	1,394	80.53%	N/A	109	228			337
July	1,527	1,516	99.28%	N/A	10	1			11
August	2,160	2,160	100.00%	N/A					
September									
Total	5,418	5,070	93.58%	N/A	119	229	0	0	348

Anniversary Month	Total Due	Pending	Completed	Totals
Jan				
Feb				
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				
Oct				
Nov				
Dec				
TOTAL				

September-08	1,464	94	6.42%	1,327	34	9			1,370
October-08	1,538	124	8.06%	1,336	47	31			1,414
November-08	1,489	153	10.28%	1,260	55	21			1,336
December-08	1,465	128	8.74%	1,304	24	9			1,337
January	1,346	164	12.18%	1,091	58	33			1,182
February	1,403	236	16.82%	1,031	103	33			1,167
March	1,307	223	17.06%	835	202	47			1,084
April	1,581	328	20.75%	709	421	123			1,253
May	2,140	796	37.20%	203	841	300			1,344
Total	13,733	2,246	16.35%	9,096	1,785	606	0	0	11,487

Total Since April	2,391
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September 2009	Recertification packets have not been mailed to participants. Packets are scheduled to be mailed May 15, 2009
Anniversary Month	The month in which the recertification is due or 12 months from the previous recertification.
Total Due	The number or goal to be met for each month as of the date of this report; numbers may change due to terminations and participants moving from one unit to another, voiding the need for the recertification.
Pending	The number of recertifications in process (pending receipt or review of documents) as of the date of this report.
Completed	The number of recertifications that have been completed as of the date of this report.
Total Since April	The number of recertifications completed by HACoLA staff since the effective date of the McKay contract.

Housing Authority - County of Los Angeles

June 17, 2009

To: Each Supervisor

From: Sean Rogan, Executive Director



SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM

Board Directives

On March 13, 2007, your Board instructed the Housing Authority of the County of Los Angeles (HACoLA) to submit monthly progress reports to remove the Section 8 Housing Choice Voucher Program from its troubled status under the Section 8 Management Assessment Program (SEMAP). In addition, HUD requested monthly reports to the Board on the Family Self Sufficiency (FSS) Program in reference to our Corrective Action Plan (CAP) for FY 2006-07. On June 17, 2008, your Board requested progress reports in obtaining Veteran Affairs Supportive Housing (VASH) Program vouchers. Most recently, on April 7, 2009, your Board instructed HACoLA to submit monthly reports on the status of delinquent reexaminations, which is included herein.

Corrective Action Plan (CAP) for FYE 2008

HACoLA was rated a standard performer for this period, but is required to submit corrective action items to improve the accuracy and timeliness of annual reexaminations. A response is due to HUD by June 26, 2009.

Corrective Action Plan (CAP) for FYE 2007

HACoLA and HUD finalized a CAP that was approved by your Board on December 16, 2008 with thirty-four (34) PHA strategies. Four monthly submissions addressing all 34 strategies have been sent to HUD. In a letter dated May 15, 2009, HUD indicated that 10 strategies remain open. HACoLA submitted a response on June 15, 2009, addressing all 10 items. Once all the strategies are approved, the Section 8 Program will be removed from its "Troubled" status rating for FYE 2007.

Corrective Action Plan (CAP) for FYE 2006

All CAP items for FYE 2006 have been closed.

Reexaminations

As of June 12, 2009, the HACoLA internal tracking system (Yardi) reflects 1,353 delinquent reexaminations out of 15,307 based on reexaminations that were due within 12 months from that point in time. The 1,353 delinquencies consist of 653 reexaminations to be completed by HACoLA, and 700 to be completed by McKay Management Services (see attached report).

The number of pending reexaminations to be completed is an estimate due to participants being terminated from the program, vouchers porting in and out to other housing authorities, participants in the process of moving from one unit to another, and completed reexaminations during each reporting period.

As of May 31, 2009, the HUD Public Housing Information Center (PIC) reflects 1,104 delinquent reexaminations out of 18,613 active contracts in the system based on a 14-month cycle. The 18,613 reflects all active contracts in the system, regardless of whether a reexamination is due or not. On July 5, 2009, HACoLA will provide the Board recommendations on the annual reexamination process to prevent future backlogs.

OIG Audit on Tenant Eligibility and Annual Reexaminations FY 2005 and 2006

HUD reported that all recommendations related to this audit finding have been satisfactorily closed except for recommendation 1M, repayment of \$1 million. On April 7, 2009, your Board approved the \$1 million three-year repayment agreement and an enabling resolution, payments beginning on April 30, 2009 and ending on January 31, 2012. The second quarterly payment of \$83,333.33 is due July 31, 2009.

HUD OIG Financial Audit for Fiscal Years 2005 and 2006

An OIG financial review began in July 2008, and an audit began in January 2009, for Fiscal Years 2005 and 2006. The OIG final report was issued on April 24, 2009. The report recommended that the Director of HUD's Los Angeles Office of Public Housing require HACoLA to repay the Section 8 Program \$2.9 million from nonfederal funds of the \$5 million in over allocations charged to restricted funds.

The HUD field office responded to the final OIG audit report in a letter dated April 29, 2009, recommending that HACoLA repay the Section 8 program \$2,953,443 from nonfederal funds for over allocations that were charged to the Program.

On June 16, 2009, your Board approved the resolution to repay the entire amount. Repayment by June 30, 2009 will close this finding.

Family Self-Sufficiency (FSS) Program Status

The FSS program helps participating voucher families obtain employment that will lead to economic independence and self-sufficiency. Per HACoLA's internal Yardi system, assigned slots for the FSS Program are for 747 families because 35 of the original 782 families have graduated from the program. We are not required to replace the 35 families. Our internal reporting rate reflects 460 families enrolled out of 747 (61.6% rate), with 148 families (32.2% %) having escrow balances. Escrow accounts are established for families when they earn additional income as a savings to assist them in becoming self-sufficient. Additional earned income is not factored in when calculating their rent contribution. HACoLA is maintaining over a 60% enrollment rate and 30% escrow balances to achieve 8 out of 10 points on this SEMAP indicator. Outreach is being conducted to recruit new Section 8 program participants.

VASH

Since the last reporting period, the Los Angeles County Department of Military and Veterans Affairs (DMVA) has not made any referrals to the VASH Program. HACoLA has provided the DMVA with 25 Section 8 Homeless Set-Aside Program vouchers, in addition to the previous 50.

On June 12, 2009, HUD invited HACoLA to apply for 280 VASH vouchers. HACoLA responded by submitting an application on June 14, 2009.

Section 8 Call Center

The call center averaged 2,289 calls per week and 9,154 total calls for the period of May 12 through June 9, 2009. The average wait time was 2 minutes, 14 seconds.

Los Angeles Housing Resource Center

For a 28-day period between May 11 and June 8, 2009, the Los Angeles Housing Resource Center (Socialserve.com) averaged 9,420 total listings; there were 5,748 landlords who provided property listings, and 129,865 housing searches were conducted.

Please contact me if you have any questions or need additional information.

SR:MB:ML:dt

Attachment

c: Lari Sheehan, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors
Each Deputy



6/12/2009 ANNUAL REEXAMINATIONS

07/12/2009 ANNUAL RECONCILIATIONS

	Calendar Month	Prior to April	Apr-09	May-09	Jun-09	Jul-09		
McKay Management								
Anniversary Month	Total Due	Pending	Completed					Totals
June	1,676	70041.77%	N/A	109	483	384	976	
July	1,512	1,05269.58%	N/A	10	366	84	460	
August	2,150	2,02994.37%	N/A		27	94	121	
September	1,551	1,551100.00%	N/A				0	
Total	6,889	5,33277.40%	N/A	119	876	5620	1,557	

HACOLA

Anniversary Month	Total Due	Pending		Completed					Totals
September-08	1,464	42	2.87%	1,358	33	20	11		1,422
October-08	1,538	36	2.34%	1,354	46	58	44		1,502
November-08	1,461	74	5.07%	1,231	55	53	48		1,387
December-08	1,436	54	3.76%	1,275	24	50	33		1,382
January	1,330	64	4.81%	1,075	58	79	54		1,266
February	1,389	76	5.47%	1,016	103	94	100		1,313
March	1,299	73	5.62%	824	202	124	76		1,226
April	1,577	82	5.20%	703	421	286	85		1,495
May	2,137	152	7.11%	192	841	700	252		1,985
Total	13,631	653	4.79%	9,028	1,783	1,464	703	0	12,978

Total Since April

3,950

Notes and Descriptions

Anniversary Month	The month in which the recertification is due or 12 months from the previous reexamination.
Total Due	The number or goal to be met for each month as of the date of this report; numbers may change due to terminations and participants moving from one unit to another, voiding the need for the reexamination.
Pending	The number of reexaminations in process (pending receipt or review of documents) as of the date of this report.
Completed	The number of reexaminations that have been completed as of the date of this report.
Total Since April	The number of reexaminations completed by HACoLA staff since the effective date of the McKay contract.

Housing Authority - County of Los Angeles

July 7, 2009

To: Each Supervisor

From: Sean Rogan, Executive Director



**SUBJECT: CORRECTIVE ACTION PLAN FOR SECTION 8 PROGRAM ANNUAL
RECERTIFICATIONS / REEXAMINATIONS**

PURPOSE OF THIS REPORT

On April 6, 2009, your Board directed the Acting Executive Director of the Housing Authority to provide the Board with monthly reports on the status of eliminating the annual recertification backlog for the Housing Choice Voucher (Section 8) Program; within 90 days, identify a Corrective Action Plan that identifies a systematic approach to the annual recertification process, insuring that future backlogs are not created; and upon completion of the recertification backlog by McKay Management Services, provide the Board with a recommendation on how best to perform annual recertifications, whether to utilize internal staff, an outside consultant, or a combination thereof.

In response to your directive, I am submitting our accomplishments over the last 90-days and a Corrective Action Plan which incorporates multiple strategies to holistically address timely completion of the Section 8 Program annual recertifications.

- The strategies have been developed in consultation with Housing Authority staff, HUD, McKay Management services and the Executive Director.

ACCOMPLISHMENTS WITHIN THE LAST 90 DAYS

- As of June 30, 2009, the Housing Authority completed 99.76% of the annual recertifications for Fiscal Year 2008-09. The remaining 198 outstanding recertifications consist of 164 clients in the termination process, predominately due to failure to provide proper documentation and failure to respond to multiple requests for this documentation. In addition, 34 senior and/or disabled participants also face termination; however, we are making one final attempt to assist them in completing their recertifications. This includes personal visits to their homes to assist in completing the required forms.

We have completed and/or are in the process of implementing the following:

- Worked with McKay Management Services (MMS) to complete June, July, August and September annual recertifications
- Created the Annual Recertification Status Report for daily tracking
- Revised the mailing schedule to send out Annual Recertification packets 105 days before effective date
- Reviewed the monthly recertification participant list to delete unnecessary Annual Recertifications prior to mailing
- Re-distributed case loads and realigned staff resources in the Contract Maintenance Department to better perform recertifications
- Drafted new Performance Plans for case managers to align duties and responsibilities for production and performance
- Reviewed and modified case manager job classification and initiated recruitment process for additional case managers
- Create and monitor an online inspections dashboard to report real time data for key SEMAP performance indicators (determines troubled, standard or high performer status)
- Implemented additional safeguards to the Yardi system to reduce landlord overpayments

CORRECTIVE ACTION PLAN (CAP)

The following proposed strategies are a collaboration of recommendations from McKay Management Services (MMS), the Executive Director and Assisted Housing Division staff. These strategies along with the Housing Authority's current action plan will enable the Section 8 Program to position itself to achieve "High Performer" status under HUD's Section 8 Management Assessment Program (SEMAP) by the end of fiscal year 2012, or sooner. Currently, the Housing Authority is awaiting HUD's response to the strategies submitted in the CAP for FY 06-07 to remove the Section 8 Program from troubled status. We continue to work with HUD to address any and all concerns and are expecting a notice to move the Housing Authority to a standard performer soon.

The recommended strategies include new technology, staff training, appropriate staffing levels and implementing a number of process and procedure changes to reduce the time necessary to complete recertifications. Through these measures we will reduce the time of recertifications from 4 hours to 2.5 hours. Additionally, we will be able to reduce or eliminate over 30,000 hours of overtime that has been required under the past system to complete the nearly 2,000 recertifications a month.

RECOMMENDED STRATEGIES

Although other Program components also affect the recertification process, the Housing Authority intends to address the following areas:

1. Agency Image and Culture
2. Organizational Alignment and Staffing
3. Technology
4. Administrative Plan Changes
5. Program Compliance and Enforcement
6. Contract Services

1. AGENCY IMAGE AND CULTURE

- Promote compliance, transparency, oversight, accountability and customer service
- Develop a Section 8 marketing campaign that describes the program's goal to assist low-income families find affordable, stable, safe and decent housing, while enabling property owners to receive a steady stream of income; re-introduce the program's mission statement and how our policies are designed to align with that mission
- Provide targeted customer service based on client needs, i.e., home visits for the disabled and elderly without computer access and/or unable to leave home, online services for owners, and online services for tenants
- Improve compliance with Federal regulations, Housing Authority policies, procedures, HAP contract and family obligations
- Develop and maintain a technologically proficient workforce through continuous and targeted training
- Provide additional staff training on all aspects of the Section 8 Program to develop capacity, efficiency and effectiveness; outsource the training function for a more comprehensive and varied approach to include desktop training materials

2. ORGANIZATIONAL ALIGNMENT AND STAFFING

- Redistribute staff to align with critical functions: lease-up, inspections, case management and quality control
- Update job descriptions for critical functions
- Examine current and future program needs
- Evaluate the skill sets necessary to perform the essential job functions
- Redesign staff performance plans to align with high performer objectives

- Maintain an open recruitment process to attract a qualified pool of applicants (contract and regular positions)
- Implement a skills assessment (computer and technology) as part of the application process for new staff
- **Hire an additional 21 staff (projected cost \$1,144,500):**
 - Four (4) staff to complete quality control reviews on case files
 - Nine (9) case managers, bringing the total to fifty (50) for the management of the Los Angeles County HCVP; reducing caseloads per case manager to 400. **Note:** this number does not reflect staff assigned to Small Cities and Special Programs
 - Four (4) Housing Quality Inspectors, bringing total to twenty (20); reducing the number of inspections per inspector to 2,050 per year
 - Four (4) Applications/Eligibility staff to bring total to nine (9) to maintain and increase lease up rate

3. TECHNOLOGY

Short-Term (Projected cost: \$500,000)

- Developed an automated program (to be implemented within the next sixty days) for scheduling annual HQS inspections based on Geographical Information Systems (GIS) data and characteristics of housing unit. This system should reduce the number of staff dedicated to scheduling; reduce miles traveled and reduce costs
- Continue developing automation processes that minimize the use of paper documents and mailings
- Through automation, reduce administrative burden on staff to enable a shift to increased customer service and production
- Utilize Yardi to the maximum extent possible or consider technology to augment the system, including:
 - Auto-populating data in application and inspection forms
 - Manipulating data to facilitate linking and/or transferring from one program to another; auto populate forms, as appropriate
 - Creating drop-down menus where choices are required
 - Calculating and validating data
 - Customization of Yardi system to generate reports, and other improvements

- Implement a Rent Calculation Wizard (determination of adjusted income) which will:
 - Scan information filled in Recertification packets to determine next steps and necessary documents to complete Recertification
 - Scan information (wages, family members, etc.) to determine Housing Assistance Payment (HAP), Total Tenant Payment (TTP), etc.
 - Assists in determining Utility Allowances based on geographic location, contract and utility schedule
 - Integrates information with Yardi Voyager data for tenant and unit information, and processing of the 50058-Recertification information to avoid data entry errors
- Create portals on the website for owners and tenants to complete and/or obtain interactive web-based services, including:
 - Housing Quality Standards training materials
 - Application and submission of documents creating a significant reduction in postal mail
 - Facilitating communication with clients, including information on briefings
 - Facilitating multilingual information for Limited English Proficiency compliance
 - Other web-based services, as necessary
 - Case managers, call center staff and management
- Business Intelligence and Dashboard reports real time key SEMAP performance indicators:
 - Point in time dashboards with drill down capability
 - Trend analysis to assist in decision making. For example, terminations will be tracked by the system on a daily, monthly basis to automatically determine the number of applicants that need to be processed to maintain a pre-determined level of lease-up.

TECHNOLOGY

Long-Term

- Invest in Telecommunications and other equipment, including:
 - Procuring a telecommunication system, which provides "relay" messages and interactive data services
 - Integrated copy-machines that print, copy and scan

- Installation of informational kiosks in the visitor lobby, consisting of five (5) public computers; allows clients to perform all web-based activities, including automated submission of documents; and an additional twenty (20) kiosks to be located in various locations throughout the County
- Procure and implement a records management system, which will integrate with workflow processes, eliminate current imaging systems and records storage.

4. ADMINISTRATIVE PLAN CHANGES

- Close the waiting list, to relieve staff of the administrative tasks associated with the application process. (Currently have 160,178 families on the wait list and based upon current attrition rate will not exhaust current list for approximately 31 years). HUD has also recommended that the waiting list be closed. The list is comprised of the following:

In LA County Jurisdiction	45,764
Out of LA County Jurisdiction	114,414

- Review all administrative policies, for continued program efficiencies
- Update Administrative Plan to meet new HUD rules and regulations
- Limit contract rent increases to once a year tied to contract anniversary date
- Propose termination for clients who are not present (or do not arrange for an adult to be present) for the annual unit inspections
- Require clients to reside in current unit for a minimum of two (2) years before they can request a Voucher to relocate to another unit (exceptions will be made for hardships, 90-day notices, etc.)
- Enforce plan which requires landlords to receive payments electronically instead of checks

5. PROGRAM COMPLIANCE AND ENFORCEMENT

- Enforce administrative policies, HAP contract and family obligations
- Complete criminal background checks through law enforcement agency (Sheriff's Department) contract and outside vendor contract, (i.e., NCR)
- Contract with Sheriff's Department to generate reports of crimes committed in Section 8 subsidized units
- Recommend termination for violation of program requirements once sufficient notice has been provided to participants
- Discontinue business with owners who violate program requirements, (i.e., failing to report client move out causing HAP over payments)

- Actively pursue recovery of funds due to fraud through desk reviews; utilizing EIV, LEADER System, Third Party Verification, National Education Clearinghouse and others.

6. CONTRACT SERVICES

- Continue short-term outsourcing for a percentage of recertifications (up to 40% in FY 09-10; 25% in FY 10-11; and 10% in FY 11-12) until additional staff is hired, trained, and proficient; and short and long-term technology solutions are developed and implemented. This balance will be evaluated periodically to ensure a smooth transition.

NEXT STEPS

It is my intention to request Board approval for a supplemental budget to support these recommendations for additional staff, technology and consultant services in September 2009. I will also request Board approval to revise the Administrative Plan for significant changes, subsequent to a public hearing process and in accordance with federal regulations and requirements.

Please let me know if you have questions in this regard.

SR:MB:ML:rl

c: Lari Sheehan, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors
Each Deputy

Housing Authority - County of Los Angeles

July 17, 2009

To: Each Supervisor

From: Sean Rogan, Executive Director



SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM

Board Directives

On March 13, 2007, your Board instructed the Housing Authority of the County of Los Angeles (HACoLA) to submit monthly progress reports to remove the Section 8 Housing Choice Voucher Program from its troubled status under the Section 8 Management Assessment Program (SEMAP). In addition, HUD requested monthly reports to the Board on the Family Self Sufficiency (FSS) Program in reference to our Corrective Action Plan (CAP) for FY 2006-07. On June 17, 2008, your Board requested progress reports in obtaining Veteran Affairs Supportive Housing (VASH) Program vouchers. Most recently, on April 7, 2009, your Board instructed HACoLA to submit monthly reports on the status of delinquent reexaminations, included herein.

Corrective Action Plan (CAP) for FYE 2008

HACoLA was rated a standard performer for this period, but was required to submit corrective actions items to improve the accuracy and timeliness of annual reexaminations. A Corrective Action Plan was submitted to HUD on June 23, 2009. We expect a response within the next week.

Corrective Action Plan (CAP) for FYE 2007

HACoLA and HUD finalized a CAP that was approved by your Board on December 16, 2008 with thirty-four (34) PHA strategies. Four monthly submissions addressing all 34 strategies have been sent to HUD. In a letter dated May 15, 2009, HUD indicated that 10 strategies remained open. We expect to receive a response on these 10 strategies within the next week.

Once all the strategies are approved, the Section 8 Program will be removed from "Troubled" status rating for FYE 2007.

Reexaminations

On July 7, 2009, HACoLA submitted to the Board recommendations on the annual reexamination process to ensure that future backlogs are not created. I will be requesting Board approval for a supplemental budget to support these recommendations in September 2009.

As of June 30, 2009, the Housing Authority completed 99.76% of the annual reexaminations for fiscal year 2008-2009. The pending reexaminations were comprised of 164 participants in the process of being terminated and 34 senior and/or disabled participants. Staff is making one final attempt to assist these 34 participants with

Each Supervisor

July 17, 2009

Page 2 of 3

completing the reexamination by conducting home visits. As of July 14, 2009, 141 were pending and 107 of these will be terminated.

As of June 30, 2009, the HUD Public Housing Information Center (PIC) reflects 699 delinquent reexaminations out of 18,321 active contracts in the system based on a 14-month cycle. The 18,321 reflect all active contracts in the system, regardless of whether a reexamination is due or not.

For fiscal year 2009-2010, McKay Management Services (MMS) will be completing 1,476 reexaminations for the month of July 2009. As of July 14, 2009, 697 were completed for July, and 510 for the months of August and September. HACoLA staff is preparing 1,680 reexaminations to be completed for the month of October 2009 (see attached report).

OIG Audit on Tenant Eligibility and Annual Reexaminations FY 2005 and 2006

HUD reported that all recommendations related to this audit finding have been satisfactorily closed except for recommendation 1M, repayment of \$1 million. On April 7, 2009, your Board approved the \$1 million three-year repayment agreement and an enabling resolution. One quarterly payment has been made in the amount of \$83,333.33, and another payment will be made by July 30, 2009.

A Board letter and revised resolution will be filed for the Board of Commissioners Agenda on August 4, 2009, requesting approval of a lump sum payment of the remaining balance of \$833,333.34 by August 31, 2009. This action will close out Recommendation 1M of the above stated audit and will have no impact on the County general fund.

HUD OIG Financial Audit for Fiscal Years 2005 and 2006

An OIG financial review began in July 2008, and an audit began in January 2009, for Fiscal Years 2005 and 2006. The OIG final report was issued on April 24, 2009. The report recommended that the Director of HUD's Los Angeles Office of Public Housing (PIH) require HACoLA to repay the Section 8 Program \$2.9 million from nonfederal funds of the \$5 million in over allocations charged to restricted funds.

The HUD field office responded to the final OIG audit report in a letter dated April 29, 2009, recommending that HACoLA repay the Section 8 program \$2,953,443 from nonfederal funds for over allocations that were charged to the Program.

On June 16, 2009, your Board approved the resolution to repay the entire amount. The transfer of \$2,953,443 from the Community Development Commission General Fund to the Section 8 Administrative Reserves fund was completed on June 24, 2009. HUD was advised of said transfer in a letter dated June 25, 2009. HACoLA is awaiting HUD's response to close this item.

Family Self-Sufficiency (FSS) Program Status

The FSS program helps participating voucher families obtain employment that will lead

Each Supervisor

July 17, 2009

Page 3 of 3

to economic independence and self-sufficiency. Per HACoLA's internal Yardi system, assigned slots for the FSS Program are for 730 families because 52 of the original 782 families have graduated from the program. We are not required to replace the 52 families. Our internal reporting rate reflects 446 families enrolled out of 730 (61.1% rate), with 137 families (30.7%) having escrow balances. Escrow accounts are established for families when they earn additional income as a savings to assist them in becoming self-sufficient. Additional earned income is not factored in when calculating their rent contribution. HACoLA is maintaining over a 60% enrollment rate and 30% escrow balances to achieve 8 out of 10 points on this SEMAP indicator. Outreach is being conducted to recruit new Section 8 program participants.

VASH

On June 12, 2009, HUD invited HACoLA to apply for 280 VASH vouchers. HACoLA responded by submitting an application for those vouchers on June 15, 2009. HACoLA received an official award notification on July 2, 2009.

On July 1, 2009, the CDC and HACOLA staff met with Bill Daniels and staff from the Veterans Administration, VASH division, along with Flora Gil Krisiloff, Third District Senior Field Deputy, to discuss the administration of the vouchers for participating cities and unincorporated areas of Los Angeles County.

This was an opportunity to discuss potential referral and administrative procedures for HACOLA; an additional meeting has been scheduled for July 28, 2009, to discuss these issues further.

Section 8 Call Center

The call center averaged 2,393 calls per week and 9,572 total calls for the period of June 10 through July 10, 2009. The average wait time was 2 minutes, 12 seconds.

Los Angeles Housing Resource Center

For a 28-day period between June 9 and July 14, 2009, the Los Angeles Housing Resource Center (Socialserve.com) averaged 9,939 total listings; there were 5,981 landlords who provided property listings, and 119,905 housing searches were conducted.

Please contact me if you have any questions or need additional information.

SR:MB:ML:dt

Attachment

c: Lari Sheehan, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors
Each Deputy



7/14/2009 Housing Choice Voucher Program (Section 8) Annual Recertifications

		Calendar Month	Prior to April	Apr-09	May-09	Jun-09	Jul-09		
McKay Management									
Anniversary Month	Total Due	Pending		Completed					Total Completed
June 09	1,636	91	5.56%	N/A	109	483	911	42	1,545
July 09	1,476	779	52.78%	N/A	10	366	132	189	697
August 09	2,097	1,584	75.54%	N/A		27	273	213	513
September 09	1,521	1,519	99.87%	N/A			1	1	2
Total	6,730	3,973	59.03%	N/A	119	876	1,317	445	2,757

HACOLA

Anniversary Month	Total Due	Pending		Completed					Total Completed
September 08	1,317	2	0.15%	1,249	33	20	13		1,315
October 08	1,366	1	0.07%	1,196	47	58	62	2	1,365
November 08	1,300	7	0.54%	1,176	55	53	6	3	1,293
December 08	1,273	3	0.24%	1,131	24	50	53	12	1,270
January 09	1,196	3	0.25%	952	58	79	97	7	1,193
February 09	1,259	6	0.48%	902	103	94	152	2	1,253
March 09	1,192	9	0.76%	735	202	124	116	6	1,183
April 09	1,459	10	0.69%	606	421	286	124	12	1,449
May 09	2,008	9	0.45%	96	841	700	350	12	1,999
Total	12,370	50	0.40%	8,043	1,784	1,464	973	56	12,320

Grand Total	19,100	4,023		8,043	1,903	2,340	2,290	501	15,077
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Notes and Descriptions	
1	Notes and Descriptions

Anniversary Month	The month in which the recertification is due or 12 months from the previous recertification.
Total Due	Total recertifications due as of the date of this report; numbers may change due to terminations and participants moving from one unit to another voiding the need for the recertification.
Pending	The number of recertifications pending completion.
Completed	The number of recertification that have been completed as of the date of this report.
October 09	1,680 recertifications to be completed by HACoLA staff, which are currently in review.

Housing Authority - County of Los Angeles

August 17, 2009

To: Each Supervisor

From: Sean Rogan, Executive Director



SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM

Board Directives

On March 13, 2007, your Board instructed the Housing Authority of the County of Los Angeles (HACoLA) to submit monthly progress reports to remove the Section 8 Housing Choice Voucher Program from its troubled status under the Section 8 Management Assessment Program (SEMAP). In addition, HUD requested monthly reports to the Board on the Family Self Sufficiency (FSS) Program in reference to our Corrective Action Plan (CAP) for FY 2006-07. On June 17, 2008, your Board requested progress reports in obtaining Veteran Affairs Supportive Housing (VASH) Program vouchers. Most recently, on April 7, 2009, your Board instructed HACoLA to submit monthly reports on the status of delinquent reexaminations, included herein.

Corrective Action Plans (CAPs) for FYE 2008 and FYE 2007

On July 21, 2009, I informed you that HUD had closed out the Corrective Action Plans (CAPs) for FYE 2008 and FYE 2007 and removed the Section 8 Program from "Troubled Status" in a July 20, 2009 letter.

Family Self-Sufficiency Program

As the Corrective Action Plan for FYE 2006-2007 has been closed, status reports on the FSS program are no longer required. HACoLA is maintaining over a 60% enrollment rate and 30% escrow balances to achieve 8 out of 10 points on this SEMAP indicator.

VASH

On July 2, 2009, HACoLA received notification of an allocation of 280 VASH vouchers. I am pleased to report that the request from your Board to obtain VASH vouchers is now completed and no further reports are required.

OIG Audit on Tenant Eligibility and Annual Reexaminations FY 2005 and 2006

On April 7, 2009, your Board approved the \$1 million three-year repayment agreement and an enabling resolution. Two quarterly payments have been made in the amount of \$166,666.66. On August 4, 2009, the Board of Commissioners approved a Board letter and revised resolution to pay the remaining balance of \$833,333.34. Payment will be made by August 31, 2009 to close out this OIG audit.

HUD OIG Financial Audit for Fiscal Years 2005 and 2006

On June 16, 2009, your Board approved the resolution to transfer \$2,953,443 from the Community Development Commission General Fund to repay the Section 8 Administrative Reserve fund. This was completed on June 24, 2009.

HUD has closed this audit in a letter dated July 23, 2009 and no further action is needed.

Reexaminations

On July 7, 2009, HACoLA submitted to the Board recommendations on the annual reexamination process to ensure that future backlogs are not created. In September 2009, I will be requesting Board approval for a supplemental budget and to amend the Section 8 Program Administrative Plan to support these recommendations.

As of July 31, 2009, the HUD Public Information Center reflects 310 delinquent reexaminations out of 17,602 active contracts based on a 14-month cycle.

From 7/1/09 through 8/12/09, a total of 2,996 reexaminations were completed:

	Completed	In Progress
June	71	0
July	645	300
August	903	882
September	94	1,411
October	1,172	381
November	111	1,363

Section 8 Call Center

The call center received 9,349 total calls for July 13 through August 10, 2009.

Los Angeles Housing Resource Center

Between July 14 and August 11, 2009, (Socialserve.com) averaged 10,408 total listings; there were 6,240 landlords who provided property listings, and 135,537 housing searches were conducted.

National Repository of Debts Owed to PHAs and Terminations

This will enable PHAs to identify families who owe a PHA debt or have been terminated from public housing or the Section 8 program. The *Debts Owed to PHAs and Terminations* function will become available to PHAs with the release of HUD's updated PIH EIV System on September 14, 2009.

Please contact me if you have any questions or need additional information.

SR:MB:ML:dt

c: Lari Sheehan, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors
Each Deputy

Housing Authority - County of Los Angeles

September 17, 2009

To: Each Supervisor

From: Sean Rogan, Executive Director



SUBJECT: MONTHLY PROGRESS REPORT ON THE SECTION 8 PROGRAM

Board Directives

On March 13, 2007, your Board instructed the Housing Authority of the County of Los Angeles (HACoLA) to submit monthly progress reports to remove the Section 8 Housing Choice Voucher Program from its troubled status under the Section 8 Management Assessment Program (SEMAP). In addition, HUD requested monthly reports to the Board on the Family Self Sufficiency (FSS) Program in reference to our Corrective Action Plan (CAP) for FY 2006-07. On June 17, 2008, your Board requested progress reports in obtaining Veteran Affairs Supportive Housing (VASH) Program vouchers. Most recently, on April 7, 2009, your Board instructed HACoLA to submit monthly reports on the status of delinquent reexaminations, included herein.

Corrective Action Plans (CAPs)

I am pleased to inform you that HUD has closed out the Corrective Action Plans (CAPs) for FYE 2008 and FYE 2007 and removed the Section 8 Program from "Troubled Status". As a result, status reports on the FSS program are also no longer required. Furthermore, HACoLA received an award of 280 VASH vouchers and this request from your Board is now completed.

OIG Audits

On April 7, 2009, your Board approved a \$1 million three-year repayment agreement and an enabling resolution to resolve an OIG Audit on Tenant Eligibility and Annual Reexaminations (No. 2008-LA-1007). On August 4, 2009, the Board approved a Board letter and revised resolution to pay the remaining balance. The final payment of \$833,333.34 was made on August 25, 2009. HACoLA is expecting HUD to close the OIG Audit this month.

On June 16, 2009, your Board approved a resolution to transfer \$2,953,443 from the Community Development Commission General Fund to repay the Section 8 Administrative Reserve fund to resolve OIG Financial Audit No. 2009-LA-1009). HUD has closed this audit in a letter dated July 23, 2009 and no further action is needed.

Reexaminations

On July 7, 2009, HACoLA submitted to the Board recommendations on the annual reexamination process to ensure that future backlogs are not created. On September 22, and 29, 2009 respectively, I will be requesting Board approval for a supplemental budget and to amend the Section 8 Program Administrative Plan to support these recommendations.

As of August 31, 2009, the HUD Public Information Center (PIC) reflects 263 delinquent reexaminations out of 18,639 active contracts based on a 14-month cycle. From July 1, 2009 through September 14, 2009, a total of 5,284 reexaminations were completed and 1,760 were in progress, as follows:

	Completed	In Progress
June	88	2
July	784	101
August	1420	285
September	537	888
October	1450	38
November	1005	446

Appointment of Assistant Executive Director

I have appointed Dorian Jenkins as the Assistant Executive Director for the Housing Programs, effective September 29, 2009. Mr. Jenkins is currently the Manager of the Contract Maintenance Unit in the Assisted Housing Division. He was previously an Assistant Director with the Housing Authority of the City of Los Angeles.

FINAL MONTHLY PROGRESS REPORT

The Corrective Action Plans and the OIG Audits have been resolved, and the Section 8 Program has been removed from troubled status and rated as a "Standard Performer". **In closing, it is appropriate that this be the final Monthly Progress Report to the Board, unless I hear from you otherwise.** Please let me know if you have any questions or need additional information.

SR:MB:ML:dt

c: Lari Sheehan, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer/Clerk Board of Supervisors
Each Deputy

Housing Authority - County of Los Angeles

February 1, 2010

To: Each Supervisor

From: Sean Rogan, Executive Director



SUBJECT: MCKAY MANAGEMENT SERVICES CONTRACT- ITEM 4-H (09-0754)

Background:

On April 7, 2009, the Housing Authority of the County of Los Angeles (HACoLA) requested and received approval to utilize an outside contractor, McKay Management Services (MMS), to perform approximately 7,000 annual recertifications in an effort to bring the Housing Authority current with HUD annual recertification requirements. Upon completion of the contract, your Board directed HACoLA to provide a recommendation of the best way to perform annual recertifications going forward.

Recommendations:

It is our recommendation that annual recertifications continue to be processed by HACoLA staff. However, if there are staffing concerns or lack of internal resources, a combination of in-house and outsourcing may be appropriate on an as needed basis.

Outsourcing the recertifications to McKay Management Services was a success; it enabled HACoLA staff to reduce their backlog and become current. Consequently, HACoLA staff completed 100% of January 2010 annual recertifications on time.

The actions taken as outlined in our Corrective Action Plan submitted to the Board of Supervisors on July 7th, 2009, has eliminated the need for permanent outsourcing of annual recertifications at this time.

In addition to the Corrective Action Plan, HACoLA will be implementing some of the recommendations of McKay Management Services to further streamline the workflow process, reduce the time it takes to process an annual recertification and reduce costs. Some of the internal changes HACoLA will be implementing include:

- Greater enforcement of the mandatory tenant obligations when tenants fail to respond to the annual recertification requests within the established timeframes, up to and including termination from the program;
- Refining the current document storage system to ensure all required HUD documents are readily available and implement a more user friendly electronic document filing system to track the workflow.

Cost Analysis

HACoLA outsourced to McKay Management Services 8,443 recertifications to complete. These recertifications included anniversary dates for the months of June, July, August, September, 2009 and February, 2010. McKay Management Services completed a total of 7,480 of the recertifications assigned. Here is a summary of the work performed:

SUMMARY OF MMS HCV RECERTIFICATIONS JUNE - SEPTEMBER 2009, FEBRUARY 2010		
Total Recerts Assigned to MMS	8443	
Returned to HACoLA (over-budget)	300	
Total Recerts Processed by MMS	8143	100%
Total Recerts Not Needed	585	7%
Total Proposed Terms	78	1%
Total Completed	7480	92%

McKay had to return 300 files to HACoLA , as the total funds in the contract were exhausted. Our internal discussions with McKay Management Services revealed that their bid was significantly lower than their actual costs and if this function was announced for bid again, they would have a higher cost per file. Administrative costs such as telephone, postage, printing, additional personnel costs of home visits, quality control and providing face to face customer service, when added, will create a significant cost increase.

We completed an internal cost analysis (attached) and based on the MMS contract and the proposals we received from industry professionals to perform the work, utilizing internal staff is the most cost effective method for processing.

Entity	Cost Per File Based on Current Staffing Level (Recertification only)	Total Cost Based on 7,480 Files
HACoLA	\$98.41	\$736,106
McKay Management Services	\$107.41	\$803,426
Other Qualified Bidder	\$239.73	\$1,793,180

Discussion

Here are some of the issues and concerns we discovered with outsourcing the annual recertifications:

Incomplete work – At the end of the contract period, December 31, 2009, McKay Management Services had 300 files that were incomplete and returned to HACoLA and 78 files that were in the proposed termination phase, but were not finalized. There were 585 files listed as “not needed”; however, the families did require an annual recertification because they were simply in the process of moving. HACoLA staff had to complete these cases in addition to their existing workload.

Customer Service – While recertifications are done by mail, only 49% of our families responded to the first notice of recertification. As the recertifications were processed by staff out of state, the lack of on-site staff caused some customer service concerns for families and owners. As a result, HACoLA staff interceded to serve the client.

HACoLA staff are on-site and can provide one on one customer service to families. As most of the families participating in the program are elderly and/or disabled, accessibility is important to the success of the housing program. Additionally, HACoLA has in-house staff who speak Russian, Armenian, Korean, Tagalo, Vietnamese, Chinese and Spanish to ensure better communication with our limited English language clients.

PIC/HUD Data Requirements – The contract required that files be accepted into HUD's database (PIC System) prior to payment. This required extensive contract monitoring by HACoLA management since many files were rejected and caused multiple submissions and additional work. During our internal reviews, we found incomplete electronic files and are continuing to work with McKay Management Services to gather missing supporting documentation.

HACoLA monitors PIC submissions to HUD daily and requires case managers to fix PIC errors immediately. HACoLA has an integrated database on-site with IT staff available to resolve and repair electronic data issues promptly.

Quality Control - While the contract required that 100% of the files be reviewed by McKay Management Services for quality control, our internal review found a 72% error rate. As this affects our SEMAP score, we are working with McKay Management Services to review these results and determine appropriate action. However, since the contract is finished, correcting any outstanding errors is additional work for internal staff.

Each Supervisor
February 1, 2010
Page Four

HACoLA has built in a 10% quality control process that requires staff to fix errors prior to being scanned into our electronic database.

Please feel free to contact me or Dorian Jenkins, Assistant Executive Director at (323) 838-7706 if you have questions or need additional information.

SR:ML:dt
Attachment

c: Each Deputy
Lari Sheehan, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer/Clerk of the Board

Existing Staff Workload Time Study

1 Year Total Available Hours	2,080
Average Hourly Rate per Staff (Including Benefits)	\$27.05
Total Cost	\$56,264.00
% spent of annuals	75%
Total Number of Annual Reviews	21,012
Total Number of Case Managers (Assigned to HCV)	49
Average Number of Annuals per Case Manager	428.82
Average Cost/ File (Including Benefits)	\$98.41